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# STATEMENT OF INTENT 2022-2026

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# Foreword

## A sector in transition

The global international education landscape has shifted dramatically since early 2020. The changes have required us to be mindful of, and responsive to, the very real – in some cases existential – challenges facing the sector.

The global pandemic has also created opportunities. Modern education has shifted as countries' responses to COVID-19 have required new ways of learning. Learners have also changed. International students are now seeking a different experience from their international education.

As New Zealand reconnects with the world, it is vital that we showcase our high value international education offering, ensuring New Zealand is seen as an attractive international education destination that will deliver a unique and high-quality education experience.

### Refresh of the International Education Strategy

The refreshed New Zealand International Education Strategy 2022-2030 (NZIES), which is currently being finalised, reflects the changed environment and the opportunities for

international education. The NZIES goals remain focussed on a vibrant and thriving international education sector as an integral part of New Zealand's economic rebuild and recovery, and our place in the world.

The work we undertake over the next four years to ensure the sector is resilient and sustainable will set the tone for how the New Zealand international education brand is perceived globally and how the broader benefits of international education are understood domestically in the new operating environment.

### Our role in accelerating the rebuild

Since the onset of the COVID-19 pandemic, Education New Zealand Manapou ki te Ao (ENZ) has used its reach, resources and experience to support New Zealand's international education providers and international students, and to protect New Zealand's education brand. Our aim will continue to be supporting a more resilient and sustainable international education sector to ensure it can continue to deliver on the goals of the NZIES.



**Steve Maharey**

Board Chair

23 June 2022



**Lyn Provost**

Board member

23 June 2022

# About Education New Zealand

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**Deliver enduring social, cultural and economic benefits to Aotearoa New Zealand by taking New Zealand education experiences to the world.**

## Who we are

ENZ brings the New Zealand Government’s goals for international education to life, bringing benefits to New Zealanders and international learners.

ENZ is a Crown Agency and the only New Zealand government agency solely focused on international education. The Ministry of Education and the Ministry of Business, Innovation and Employment are our monitoring agencies.

Our name, Manapou ki te Ao, means nourishing and empowering, and represents how New Zealand education enables students to flourish and creates the world’s next generation of problem solvers.

Our role is to provide a range of marketing, promotion and representation functions to give effect to the Government’s broader goals for

international education. Our statutory responsibilities are laid out in the Education and Training Act 2020 and the Crown Entities Act 2004. These statutory functions are summarised in Appendix One.

## Who we work with

We work with all parts of New Zealand’s diverse international education sector, including international students<sup>1</sup>, exporters of education products and services, education providers in New Zealand and offshore, and education agents. We support work across the global education system, including New Zealand government agencies, other governments, and other organisations who form part of the international education sector.

We engage with international students at all stages of their student journey – from when they are just beginning to dream about a New Zealand study experience through to becoming alumni



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<sup>1</sup> International students are non-residents of New Zealand and have expressly entered New Zealand with the intention of study or have enrolled with a New Zealand provider overseas. ENZ counts

international PhD students, exchange students, NZ Aid students, foreign research postgraduate students and full fee-paying international students as international students.

with successful careers in countries all around the world.

Through the Prime Minister's Scholarships, we work with New Zealand students by supporting overseas study opportunities that help develop their global citizenship and other skills.

## The next four years

Rebuilding the international education sector will take place in two phases, as set out in the refreshed NZIES that is currently being finalised.

Phase One is mobilising the sector and rebuilding student mobility, focusing on high-value education offerings and the wide range of benefits international education has for all New Zealand.

During this phase, we will use our knowledge and expertise of the global international education environment to support the sector in its decision-making, and to drive a more focused and nuanced approach in our promotion of New Zealand. This will help build resilience in the sector in the longer term.

During the second phase, ENZ will play a key role in building a new diversified future for New Zealand's international education sector. We will support the sector, with market intelligence and insights, to take advantage of new opportunities.

In 2022-23, ENZ will utilise COVID-19 Response and Recovery Funding to continue to explore opportunities for the sector to diversify its offering, including new products, services and modes of delivery.

The recommencement of the Prime Minister's Scholarships for Asia and Latin America will support the development of New Zealanders as global citizens. In addition, ENZ's new role in the New Zealand Manaaki Scholarship programme will utilise our international presence and relationships with education providers to rebuild and accelerate global connections for the New Zealand international education sector.

## Our Board

ENZ's Board is made up of members appointed by the Minister of Education. The Board is responsible for ENZ's governance, including setting its strategic direction and monitoring performance. The Board meets regularly to carry out governance functions and address challenges and opportunities affecting international education.

On the Board's behalf, the Audit and Risk Committee monitors the financial and risk management of ENZ.

# Government priorities

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## The Government's main priorities

The Government has clearly signalled its strong support for international education. With borders reopening, international education can play a key role in reconnecting New Zealand with the rest of the world and supporting New Zealand's economic recovery.

The refresh of the NZIES reflects the Government's aspirations for a focus on high-quality, high-value international education. Taking a phased approach to rebuilding and diversifying the sector will ensure it is more sustainable and resilient.

We support the responsible management of the Government's finances by ensuring we deliver our work programme efficiently and effectively, and by delivering value for money.

## Te Tiriti o Waitangi

The Government has a strong commitment to honouring and giving effect to the Crown's Te Tiriti responsibilities. For ENZ, this means considering how we can partner with iwi, Māori and Māori providers of education services in relation to international education; supporting education in te ao Māori, tikanga and te reo Māori as an integral part of our international education offering; and lifting our leadership and staff cultural capability and practice to support the Crown to meet its public sector objectives for Māori-Crown relationships.

## New Zealand's education system

At the heart of international education is a strong, equitable, high-quality education system with a vibrant international focus, and globally connected students, workers and education providers.

ENZ will continue to engage with other education agencies to ensure our work supports and

enhances the role of international education within the education system.

## Tertiary Education Strategy (TES) 2020

The TES outlines the strategic priorities that support the shared outcomes for New Zealand's tertiary education system. We work with New Zealand's other education agencies and with tertiary education organisations to support progress against these strategic priorities within the context of international education.

## Statement of National Education and Learning Priorities (NELP) 2020

The NELP sits alongside the TES and focuses on schools, kura, and early learning services. ENZ supports strategic priorities within the NELP as they apply to international education, such as ensuring a focus on putting learners at the centre of education.

## New Zealand's international education sector

### International Education Strategy

The refresh of the NZIES reflects the changes to the global international education landscape and the Government's focus on building a new, diversified future for international education. It aims to rebuild a strong and resilient international education sector that encompasses the high quality and high value international education that will support New Zealand, and international learners, to succeed.

Our strategic framework is aligned with the NZIES goals and shows the contribution we intend to make towards achieving each goal through:

- promoting an excellent student education and experience
- ensuring international education is resilient and sustainable
- developing global connections and global citizenship.

### **International student wellbeing strategy**

This strategy, released in 2017, is designed to protect and enhance New Zealand’s reputation as a safe and welcoming study destination. The

overarching outcomes focus on economic wellbeing, education, health and wellbeing, and inclusion.



# ENZ's operating context

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## The international environment

The global COVID-19 environment continues to change, and there is a high degree of uncertainty across many economies. In addition, trends that were already evident pre-COVID-19 have not disappeared: the changing worlds of education and of work, blurring industry boundaries, evolving digital behaviour, increasing international competition and the rise of continuous learning all have the potential to have a profound impact.

### Global competitiveness and response to COVID-19

The COVID-19 pandemic has significantly changed the shape and size of the domestic and international education landscape. Now that New Zealand's borders are reopening with some key immigration and education policy decisions made, we expect to see an increase in interest from prospective international students. We will focus on demonstrating that New Zealand provides a unique, high-quality education experience in a safe and welcoming environment.

The use of blended and online education delivery models has grown significantly worldwide, which has created opportunities for organisations and businesses with the relevant expertise and experience. Many education providers are providing education globally via online or distance learning to maintain the interest of students still drawn to an overseas study experience.

In an environment where other countries have relaxed border restrictions and encouraged the return of international students sooner, we plan to step up the promotion of New Zealand's education offerings. The sector needs to be flexible and responsive to ensure study with New Zealand continues to be visible, relevant and attractive. ENZ's ability to provide insights and expertise to the sector will support and facilitate

decision-making to drive more resilience in the longer term.

## International education in New Zealand

International education is a highly competitive global sector. New Zealand's international education sector is made up of schools, universities, Te Pūkenga, private training establishments, English language schools and education businesses (including education technology).

Before the onset of the COVID-19 pandemic in early 2020, international education was New Zealand's fifth largest export sector. The sector is one of the hardest hit by the pandemic and subsequent border closures.

### Student mobility

#### *International students enrolled with New Zealand providers*

In 2021/22, roughly half of the international students already in New Zealand completed their studies. Students from the two cohorts that were approved in 2021/22 as border exception classes are continuing to arrive in New Zealand and this is a positive step, along with the progressive reopening of our borders. However, the significant reduction in the pipeline of new students coming to New Zealand since 2020 will continue to have a major impact on the sector in the coming years.

Parts of the sector have sought to innovate away from a focus on inbound students. ENZ has supported many of these efforts to diversify modes of delivery and develop new education products and services.

New Zealand has a number of exporters of education products and services, including education publishers, who have been less impacted by COVID-19. We are working with this



sub-sector to understand any trade barriers and support export growth.

### **Future of education**

International education was already changing prior to COVID-19. The pandemic has accelerated the acceptance of digital education products and the ability for students to obtain high quality qualifications without leaving their home country. However, these trends are not inevitable: according to the ICEF Monitor, ‘for every student who goes abroad, there are another four who would like to study outside their home countries but are unable to do so.’

The ability for international students to access our education offering contributes to New Zealand’s attractiveness, and ENZ is supporting the sector to diversify its products and services, to enable a wider variety of education offerings with more flexible delivery.

In the longer term, as part of both its Phase One and Phase Two actions under the refreshed NZIES, ENZ’s work on the diversification of education products and services will support the sector’s ability to deliver a unique, New Zealand education experience to students both in New Zealand and elsewhere. During Phase One, we will deliver on the work that has been funded through the COVID-19 Response and Recovery Fund. This work will consist of a series of recommendations on potential new education products and services, focused on initiatives and pilots that have proven promising to support the diversification and resilience of international education. A critical question for the education products and services being tested and developed is future sustainability, given the time-bound nature of the funding.

### **Changing the way education services are delivered**

Education is a rapidly changing field with learners demanding greater flexibility and education choice.

The post-pandemic world presents an opportunity to bring forward some of the work signalled in the NZIES to transform the sector into one with a greater diversity of learners, markets and channels. A more diverse sector will be more resilient and more economically and

environmentally sustainable. We are working with the sector and industry leaders to identify opportunities for developing world-leading education products that are distinctly New Zealand. That includes the opportunity to share te ao Māori and Te Tiriti o Waitangi with the rest of the world.

### **Future of work**

The world of work continues to change rapidly, with education systems striving to keep pace. Employers are seeking greater soft skills, such as commercial acumen, strategic thinking and effective communication skills that will require a different type of education.

In addition, the COVID-19 pandemic has significantly shifted the definition of ‘workplace’ for many employers. It is likely that the future of work and learning will require flexibility across both traditional and online environments.

## ENZ's Strategic Framework



**KONO**  
Kono is a woven food basket; nourishing the organisation with its range of offerings – the idea that the enablers 'provide' for the whole organisation, and are vital to the well-being of every area.



**TONO**  
Tono is to extend an invitation or request. In this context it is about understanding what we have to offer and what learners and markets need, in order to extend a compelling invitation to learn with Aotearoa New Zealand.



**PONO**  
Pono is about truth, integrity and authenticity. In this context it is about creating and upholding the highest standards of student experience and delivery.



**HONO**  
Hono is to connect and bind. In this context it refers to the myriad networks and relationships we build and draw on to give effect to our role and aspirations.



# Our strategic framework

ENZ supports the international education sector, other government agencies and other partners to sustain the value of international education to New Zealand. While the NZIES sets the high-level direction for ENZ and the sector, our purpose, vision, mission and strategic objectives provide the foundation for achieving its outcomes.

## Our purpose

*Deliver enduring social, cultural and economic benefits to Aotearoa New Zealand by taking New Zealand education experiences to the world.*

We bring the Government's goals for international education to life via a range of targeted, value-added services to the international education system, both globally and in New Zealand.

## Our vision

*Aotearoa New Zealand's unique education offering is highly sought after, highly valued and enhances our global reputation for leading new thinking and making contributions of consequence.*

We are seeking to work towards a future where New Zealand's education offerings are competitive, in-demand and set the tone for the difference that ENZ wants to make in all aspects of our work.

## Our mission

*Lead the transformation of international education to a sustainable, diverse, and resilient sector.*

As part of our leadership mandate, we will increasingly focus on understanding and responding to future challenges and opportunities to ensure the long-term success of the sector, and to lead the required changes and adaptations on behalf of the New Zealand Government.

# Our strategic objectives

Our strategic framework is made up of four objectives that work together to support the rebuild of the international education sector.

## Tono (invitation)

*Aotearoa New Zealand's unique education offerings and services are highly sought after by international learners.*

Tono is about understanding New Zealand's unique education offering to the world and matching it with what global learners and countries need.

## Pono (integrity)

*Aotearoa New Zealand delivers high-quality and diverse education experiences that are sustainable, globally competitive and deliver value to all involved.*

Pono enables us to create and uphold the highest standards as we deliver high-quality and diverse education experiences for international learners.

## Hono (global connections)

*Aotearoa New Zealand makes the best possible use of its international education expertise to improve educational outcomes, establish partnerships and grow global connections.*

Hono connects and binds us and is about the myriad networks and relationships that ENZ draws and builds on to give effect to our role and aspirations. Through these relationships and global connections, international education contributes to the achievement of broader New Zealand Government goals.

## Kono (nourishers)

*ENZ's core capability lies in its rich basket of services that help us put our best foot forward both internally and externally. They nourish the organisation to support the delivery of our Strategic Objectives.*

ENZ plays its part in the wider international education system by using our core capability to provide strategic, policy and operational advice to decision makers across government and the international education sector, as well as learners. We do this by influencing overall system settings and direction, providing secretariat services and support to the ENZ Board, and the collection, development and dissemination of research, analytics, and information.

ENZ can only be successful in achieving its strategic objectives by:

- gathering and disseminating rich, evidence-based international education insights
- strengthening partnerships and relationships with key onshore and offshore stakeholders

- using Rautaki Māori to lift the organisation’s cultural capability and practice in order to honour the Crown’s commitment to Te Tiriti o Waitangi.

These strategic objectives will guide our planning and delivery over the four years covered in this Statement of Intent.



# Our operating intentions

## Our mission: Lead the transformation of international education to a sustainable, diverse, and resilient sector

To support the rebuild of the international education sector and the outcomes from the refreshed NZIES, we have identified a range of initiatives and activities that we will undertake in the short term. Our initial focus will be to renew interest in New Zealand as a high-quality international education destination, and remind prospective international students of our unique education offering.

These initiatives and activities sit within our strategic framework, allowing us to clearly identify how we are delivering against our outcomes and how they link to the refreshed NZIES.

### Tono (invitation)

*Aotearoa New Zealand's unique education offerings and services are highly sought after by international learners.*

Tono helps us extend a compelling invitation to the world to learn with New Zealand by building and maintaining New Zealand's international reputation and brand.

This objective also focuses on ensuring the resilience and sustainability of international education by providing services for setting marketing and promotional objectives for learner segments, products and channels; connecting those learner segments with educational providers; and working with providers to ensure smooth assessment, application and commencement of learning processes.

### Promote New Zealand's education brand

Promoting a high-quality New Zealand education is a key element of our work. During Phase One of the refreshed NZIES, we will promote New Zealand in a more nuanced way, ensuring that

our approach is aligned to new opportunities to rebuild our onshore offerings.

We will support the sector in its decision-making about new opportunities, using our expertise and insights to guide the sector towards new opportunities, and supporting them to develop the capability and capacity to deliver on these opportunities.

We will review the Education New Zealand Recognised Agency Programme to support a thriving international education sector, ensuring that it supports high-quality agents who are contributing to a high-value sector.

As we move into Phase Two of the NZIES, we will continue to evolve and develop our brand strategy, exploring opportunities to enhance the right connections between global learners and New Zealand education providers. We will also develop an overall channel strategy that will incorporate new education programmes and services currently being explored, designed and developed.

We will work with the sector to plan their capacity for development and a high-quality education experience, and explore new opportunities to increase in-country, government-to-government and academic linkages and partnerships.

We will continue working with Te Pūkenga and other providers to develop their international brand and value propositions for individual products and services.

We will continue to work with education providers, student groups, government agencies, local government and community groups to ensure the overall student experience – from recruitment through to activities after graduation – builds on New Zealand's positive and distinctive brand of education.

**A. Impact Measure: Prospective international students’ preference for a New Zealand education is increased.**

Indicator of success: International student perceptions of education quality.

Actual 2022	Target 2023	Target 2024	Target 2025	Target 2026
New measure <sup>2</sup>	Increase	Increase	Increase	Increase

**B. Impact Measure: Number of students studying towards a New Zealand qualification onshore and offshore is increased.**

Indicator of success: Number of students studying towards a New Zealand qualification onshore and offshore.

Actual 2022	Target 2023	Target 2024	Target 2025	Target 2026
Not measured	Establish new baseline	Increase	Increase	Increase

Note: Measure B reflects the increased focus on diversifying New Zealand’s education offering by capturing offshore delivery separately. The number of onshore enrolments is expected to increase once our borders reopen, but the likely level of increase is not yet clear, given the stronger focus on high value students in the refreshed NZIES.

**Pono (integrity)**

*Aotearoa New Zealand delivers high-quality and diverse education experiences that are sustainable, globally competitive and deliver value to all involved.*

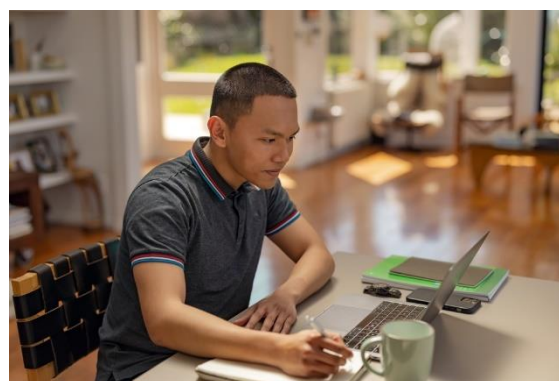
This objective is about truth, integrity and authenticity. It focuses on supporting international students to have an excellent education experience as they engage with New Zealand’s diverse range of globally competitive education programmes that deliver high-quality learning and achievements.

**Support international students**

ENZ’s work to promote an excellent education and student experience, from consideration to taking up a course of study with a New Zealand provider, takes a more nuanced marketing and promotion approach.

We will continue to deliver clear, timely and student-focused information about studying with New Zealand education providers to prospective students and agents.

Through the COVID-19 Response and Recovery Fund, we will develop working prototypes for



online delivery, and work with other government agencies, such as the New Zealand Qualifications Authority, to explore the development of new credentials for diversified offerings and delivery methods that enable students to gain the full benefit of a high-quality New Zealand education.

**Support the international education sector**

For Phase One of the refreshed NZIES, we will use our expertise and insights to support providers in taking advantage of new opportunities, broadening their perspectives and ensuring there is a clear line of sight between the Government’s

<sup>2</sup> Kantar TNS: *Brand Health Monitor*.

priorities for international education, and the sector's ability to deliver on these.

We will also continue our research on market perceptions of quality and how New Zealand's education is perceived internationally.

As part of Phase Two, we will undertake activities to continue to build the international education sector's capacity and capability. The activities will evolve to reflect ENZ's value proposition and feedback from the sector. We will continue to develop a deep understanding of New Zealand's capacity and capability for international education, so we can identify the opportunities and barriers for sustainable development.

### **Diversify products and services**

We will continue to support the sector to diversify its education offerings and services. Over the first year covered by this Statement of Intent, we are focusing on utilising the COVID-19 Recovery and Response Funding of \$8.150m to explore the development of innovative products and services. This work focuses on two workstreams: new products and services, and diversification of delivery modes.

We are developing and testing pilots and prototypes for new products and different delivery mechanisms with key markets. This work aims to deliver a set of recommendations for the sector to diversify its education offering with an increased focus on offshore delivery and taking advantage of new opportunities where they may arise.

In the long term, incorporating Phase Two of the refreshed NZIES, we will work with other parts of government to support the sector to implement the resulting prototypes for education products and services that will help rebuild a resilient and sustainable sector, and enable a New Zealand education to be experienced by a more diverse range of international learners.

## **C. Impact Measure: The economic contribution from international education is increased.**

Indicator of success: The economic value from New Zealand's international education sector.

<b>Actual 2020</b>	<b>Target 2021</b>	<b>Target 2022</b>	<b>Target 2023</b>	<b>Target 2024</b>	<b>Target 2025</b>
\$3 billion	\$1.2 billion	Increase	Increase	Increase	Increase

Note 1: Work is currently underway to build a broader valuation of international education, encompassing the wider social and cultural impacts of international education for all New Zealanders and reflecting a focus on high-value and high-quality international education outcomes. This valuation will be developed and considered by government through the 2022/23 year and will be incorporated into ENZ's performance management framework once it has been agreed.

Note 2: The economic value for 2020 is derived from a full economic value analysis of the international education sector that has previously been commissioned by ENZ every two years. In alternate years (i.e. 2021), ENZ has reported an estimated sector value based on the most recent economic value analysis and current year student enrolment figures.

#### D. Impact Measure: The international education sector continues to diversify its products, services and modes of delivery for international students.

Indicator of success: The international education sector diversifies its offerings for international students.

Target 2022/23	Target 2023
Establish a baseline	Maintain

Note: ENZ has received COVID-19 Recovery and Response Funding to test and develop recommendations on systems, products and channels to diversify education products and services by September 2023, when funding is due to end. A critical question for the education products and services being tested and developed is future sustainability. We will consider funding requirements for new systems, products and channels as we develop our recommendations.

#### E. Impact Measure: The percentage of the sector's value from markets outside the top two markets is increased.

Indicators of success: The percentage of the international education sector's economic value coming from outside New Zealand's top two markets.<sup>3</sup>

Actual 2020	Target 2021	Target 2022	Target 2023	Target 2024	Target 2025
51%	Increase	Increase	Increase	Increase	60%

Note: this measure was developed ahead of the finalisation of the refreshed NZIES and is likely to be reviewed in line with the finalised NZIES.

#### F. Impact Measure: The percentage of international students enrolled to study outside Auckland is increased<sup>4</sup>

Indicators of success: The percentage of international students enrolled to study outside Auckland.

Actual 2020	Target 2021	Target 2022	Target 2023	Target 2024
39%	Increase	Increase	Increase	Increase

Note: this measure was developed ahead of the finalisation of the refreshed NZIES and is likely to be reviewed in line with the finalised NZIES.

#### G. Impact Measure: International students have a positive experience.

Indicator of success: The percentage of international students who were satisfied or very satisfied with their overall experience.

Target 2021	Target 2022	Target 2023	Target 2024	Target 2025	Target 2026
≥ 85%	Establish new baseline	Increase	Increase	Increase	92-95%

Note: In 2020, this target was measured using different methodology. A new student experience survey will be run in 2022 to establish a new baseline given technical challenges with the current survey methodology. The survey was not conducted in 2021 due to factors including timing and the sample size compared to previous years.

<sup>3</sup> It is intended that the total economic value of the other markets increases.

<sup>4</sup> All of New Zealand, excluding Auckland.



## Hono (global connections)

*Aotearoa New Zealand makes the best possible use of its international education expertise to improve educational outcomes, establish partnerships and grow global connections.*

Hono means facilitating high-level engagement and the development of international reputation in strategic business areas. It is also about developing learners who participate in cultural, economic and social activities, develop global citizenship and encourage cooperative international research and innovation for enhanced international reputation.

### Global citizenship

We have developed and are in the process of implementing a global citizenship strategy that will support a thriving and globally connected New Zealand. Our goals are to:

- contribute to developing Aotearoa New Zealand-grounded global citizens
- expand access to global citizenship
- increase awareness of the contribution of international education to New Zealand.

Our work will support New Zealand being recognised as a leader in global citizenship, utilising a uniquely New Zealand approach to global citizenship.

We will enable access to international education opportunities for a more diverse range of New Zealanders, to ensure that the benefits of international education are realised throughout different parts of New Zealand, improving New Zealanders' global competence.

### **Prime Minister's Scholarships for Asia and Latin America**

ENZ administers the Prime Minister's Scholarships for Asia and Latin America (PMSA/LA) to help New Zealand students benefit from offshore study opportunities, build life-long friendships and networks, and enhance their skills and understanding of the world.

A review of the PMSA/LA that was carried out during the 2020/21 year has provided an improvement programme that will better support the development of global citizens in New

Zealand in the future. The refreshed scheme will ensure that the PMSA/LA will be more accessible for a broader and more representative range of New Zealanders, and support further development of New Zealanders' cultural capabilities.

### **Manaaki New Zealand Scholarship Programme (MNZSP)**

ENZ and the Ministry for Foreign Affairs and Trade (MFAT) have agreed to terms for ENZ to undertake the operational management of the MNZSP for an initial five-year-period. The partnership between the two agencies will enhance international education relationships with developing country partners, and deliver closer connections with scholarship partners and tertiary education providers. The agreement is a significant lever to contribute to achieving the goals of the refreshed NZIES, and aligns strongly to ENZ's four-year strategic framework.

We intend to leverage the MNZSP to broaden scholarship opportunities across the New Zealand tertiary sector, contributing to the delivery of Phase Two of the NZIES through diversifying the sector's education offering.

### Internationalisation

We will continue to foster and maintain key connections and partnerships in targeted markets that contribute to a connected New Zealand, including how education providers and iwi can leverage relationships to broaden their reach and enhance New Zealand's reputation.

We will enhance our strategic approach to engagement with international partners at all levels, and work with Te Pūkenga and universities to identify and take advantage of internationalisation opportunities.

### **Indigenous education**

We will draw on New Zealand's unique experience and relevance to position itself as a suitable partner in markets where there is demand for indigenous education opportunities and collaboration. Our focus will be to increase bilateral academic cooperation and research, and position New Zealand as a country with a rich

bicultural heritage and a unique global perspective.

We will partner with Māori and Māori providers of education services, and promote New Zealand’s educational system to the world in a way that acknowledges the importance of Te Tiriti and a Māori world view.

We will actively seek opportunities to ensure Māori learners are successful global citizens.

**H. Impact Measure: Build impactful global connections and partnerships for iwi, institutions and government.**

Indicator of success: New Zealand institutions have improved quality of connections with international partners in key target markets.

Target 2022	Target 2023	Target 2024	Target 2025	Target 2026
Establish a baseline	Increase	Increase	Increase	Increase

Note: ENZ defines an ‘impactful global connection’ through a framework that accounts for reciprocity, a clear student, academic or research exchange or benefit, timeframe for potential outcomes of the connection and potential economic value to the institution and/or New Zealand.

**I. Impact Measure: Broader access by New Zealanders to international education experiences.**

Indicator of success: Increase in participation in the Prime Minister's Scholarships for Asia and Latin America by Māori and Pasifika.

Target 2022	Target 2023	Target 2024	Target 2025	Target 2026
Establish baseline	Increase	Increase	Increase	Increase

**Kono (nourishers)**

*ENZ’s core capability lies in its rich basket of services that help us put our best foot forward both internally and externally. They nourish the organisation to support the delivery of our strategic objectives.*

**Telling the story**

Rebuilding and transforming the international education sector requires support from New Zealand’s communities, regions and decision-makers. We will broaden understanding of the value of international education by New Zealanders, providers, and other government agencies, particularly the social, cultural and economic benefits. We will proactively tell the international education story to providers to help

them identify and navigate opportunities in the new operating environment.

**Supporting the sector**

We will continue to support the sector through providing information, insights and analysis that meet the needs of government agencies and New Zealand international education providers, businesses and peak bodies. This will facilitate better informed decision-making and create understanding of different perspectives.

We plan to refine our offering as we develop new and richer data sources, building a more in-depth understanding of the impact of COVID-19 on student behaviour and competitor activities, which will resonate across the coming years as the sector rebuilds to a more sustainable, resilient state.

## Rautaki Māori

ENZ’s Rautaki Māori, our Māori Strategy’s three Ngā Whaingā, are woven into ENZ’s purpose, organisational culture and corporate brand.

In 2020/21 ENZ reviewed our Rautaki Māori approach and capability, and identified areas where we need to improve ENZ’s cultural or business capabilities. We will lift leadership and revitalise staff’s cultural capability and practice to support meeting our public sector objectives for strengthening the Māori-Crown relationship.

We are incorporating our Rautaki Māori into business planning and work programmes to deliver the outcomes of the refreshed NZIES. The development of an organisation-wide Tiriti framework and partnership model is underway, aligned with Te Arawhiti principles.

### J. Impact Measure: ENZ staff have an understanding of and are empowered to uphold the principles and articles of Te Tiriti.

Indicator of success: ENZ staff have undertaken te reo Māori and cultural training.

Target 2022/23	Target 2023	Target 2024	Target 2025	Target 2026
Establish baseline	Increase	Increase	Increase	Increase

# Our organisational development

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We prioritise our activities to ensure that we deliver the best return on the Government's funding for ENZ. Our capabilities, systems and processes position us well to make a significant contribution towards the goals of the refreshed NZIES. However, there are risks that could impact on the achievement of these goals, some of which are identified in the risk section of this Statement of Intent.

Our Ngā Manapou (values) are Manaakitanga, Kaitiakitanga, Be One, Be Bold, and Aroha.

## Kono (nourishers)

*ENZ's core capability lies in its rich basket of services that help us put our best foot forward both internally and externally. They nourish the organisation to support the delivery of our Strategic Objectives.*

We will ensure our organisational development activities are well aligned with our long-term strategy and support the efficient and effective delivery of our activities.

We will work within the spirit of the whole-of-government directions for procurement, information and communications technology (ICT) and property to ensure we have efficient and effective back-office services.

## Te Rautaki Māori

Our Rautaki Māori is a key component of ENZ's organisational development, and we are increasing leadership and resourcing in this area, to ensure ENZ is well-positioned to deliver on the Crown's Te Tiriti responsibilities.

## Our people

After consultation with staff, ENZ is implementing changes to its organisational structure, primarily designed to align ENZ more closely with the refreshed NZIES. The main changes have been made and flow-on appointments will be filled in 2022/23.

We will continue to have a global team with the flexibility and agility to ensure ENZ is fit for purpose.

Our organisational performance measures will be reflected in individual performance agreements.

## Good employer matters

We recognise the need for a diverse workforce to effectively deliver services to our stakeholders. We provide equal employment opportunities to make the most of the talents of all our people, including through our Rautaki Māori, built on the foundations of Te Tiriti o Waitangi.

Our status as a good employer will be assessed against the elements and criteria set out by the Human Rights Commission. Over the next four years we will continue to ensure that all elements are in place and working well through our People Strategy.

We will continue to run an employee engagement survey. Based on its results, we will develop and implement solutions for identified areas of improvement.

## Our technology

ENZ is a globally connected and communicating organisation. We use cloud-based technology to deliver tools such as email, video conferencing, intranet and our document management and customer relationship management systems. This has seen a significant improvement in data and personal interaction across the organisation.

We will continue to focus on improving our student and sector facing digital platforms across a range of services including student experience and wellbeing and capturing students' journeys to graduation and into post-study.

## Our expertise

We are increasingly using data and evidence, including insights from our global marketing activities, to review and refine our business activities, and to inform our decisions about

future investment. We seek to allocate our resources to achieve the maximum impact for a given level of risk. We are focused on strategic financial management and achieving value for money.

We have processes in place to plan and monitor our business activities. This will enable us to achieve the maximum economic, social and cultural benefits for New Zealand for the investment we make.

## Our systems and processes

### **Capital and asset management intentions**

ENZ incurs minor capital expenditure for the lifecycle replacement of furniture, office equipment and computer hardware. We have one motor vehicle in Beijing, China that we own

and is fully depreciated, and one that we lease in Singapore.

The table below summarises the forecast value of our capital assets as at 30 June 2022 and our forecast capital expenditure to 2025/26.

\$000	Forecast net book value at 30 June 2022	Comment	Forecast 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26
Furniture and office equipment	13	Lifecycle replacement only	20	20	20	20
Computer hardware	152	Lifecycle replacement of hardware only and a continued move to the cloud and 'as a service' model	100	100	100	100
Motor vehicles	-	No replacement plans	-	-	-	-
Leasehold improvements and make-good	43	Lambton Quay office fit-out completed in 2015	20	20	20	20
Intangible assets	81	Brand digital assets; refreshed visual identity, videos, photography, other creative assets and documentation	550	-	-	-

## Carbon neutral programme

Indicator of success: Decrease ENZ's gross carbon emissions.

Target 2022/23	Target 2023/24	Target 2024/25	Target 2025/26	Target 2026/27
Establish baseline <sup>5</sup>	Decrease	Decrease	Decrease	Decrease

## Managing risk

The challenges of the last few years have demonstrated the resilience and responsiveness of both the sector and ENZ. As border settings and other policies change, there are potential risks that will need to be well managed, if we are to deliver on the successful rebuild of the sector and the wider benefits to New Zealand from international education, in line with the refreshed NZIES.





ENZ has a risk management framework that provides a consistent way to identify, assess, analyse, and evaluate risk, and to develop strategies to continually improve risk management. Our framework is based on the best practice Australia/New Zealand Risk Management<sup>6</sup>, with our governance structure providing a strategic lens across the risk landscape. Over the next four years, we will:

- regularly identify and monitor risk through the Senior Leadership Team, the Audit and Risk Committee, and the Board
- undertake activities, within the scope of our functions, to mitigate and manage the identified risks
- revise, where necessary, the consequence and likelihood levels for any risk
- report any significant risks, and appropriate strategies to address them, to our Minister and our monitoring agencies as they arise.

We will monitor and report on the following strategic risks that have already been identified, so that we can ensure delivery of our strategic objectives:

<sup>5</sup> ENZ will set a gross emissions reduction target for 2025 and 2030 consistent with a 1.5 degree pathway, measured against 2022/23 as a base year and based on ENZ's reduction potential.

<sup>6</sup> ISO 31000:2009

Strategic risk	Type	Link to strategic objective	Mitigation strategies
ENZ has limited capability and capacity to deliver on the refreshed NZIES, the Minister's Letter of Expectations, Strategic Four-year Plan, and Business Plan (including achieving the key objectives or milestones of significant multi-year work programmes that realise the social, cultural, and economic benefits of international education).	Organisational		<p>Lead, and be accountable for the future focused direction of ENZ, being decisive and drawing on the specialist skills of team members. This includes:</p> <ul style="list-style-type: none"> <li>• driving collaboration and unified communication internally and externally, where relevant</li> <li>• prioritisation and allocation of people/resourcing</li> <li>• ongoing monitoring and reporting to ensure effective delivery on ENZ's priorities and relevant NZIES actions. This includes a dedicated Operations team to deliver business planning</li> <li>• management and resolution of opportunities and risks that have the potential to impact organisation or sector wide.</li> </ul> <p>Implement new organisational structure to support the evolving contribution to the sector, government, agencies, and partners (including Māori), global connections, and respond to the changing world.</p>
ENZ's Statement of Intent and the Government's refreshed NZIES are not fully aligned.	Organisational		<p>The draft refreshed NZIES goals are aligned with our strategic framework. The activities outlined in this Statement of Intent show the contribution ENZ intends to make towards achieving each of those goals (including relevant NZIES Action Plan deliverables).</p> <p>ENZ's Statement of Intent will be reviewed and revised (if necessary) to fully align with the strategy once it has been finalised later in 2022.</p>
Rebuild of international education sector is temporarily compromised due to potential limitations of visa processing capacity.	Sector		<p>Work closely with relevant government agencies to ensure that sector and partner feedback on visa processing is communicated in a timely and relevant way.</p> <p>Work with Education New Zealand Recognised Agencies to maintain their support for New Zealand as a study destination.</p> <p>Ensure student-facing communications are accurate about the requirements for student visas.</p>
Changes to external factors that reduce the attractiveness of New Zealand's international education sector.	System		<p>Promote New Zealand as a world-class and high-quality destination through nuanced campaigns.</p> <p>Continue diversification of New Zealand's international education offering, including markets and delivery.</p> <p>Monitor competitor countries' policies, practices, and targets for international education and share insights with relevant agencies.</p> <p>Work to address the potential long-term impact of New Zealand being seen as less attractive compared to its competitors by focusing on the unique high-value qualities of New Zealand's education offering.</p>

<p>Policy settings that reduce New Zealand’s attractiveness to potential high-value international students.</p>	<p>System</p>		<p>Position the ‘Think New’ brand to create compelling reasons to study with New Zealand and promote New Zealand as a world-class and high-value education destination.</p> <p>Influence policy settings and ensure other agencies understand the potential implications of policy settings on the rebuild of the international education sector.</p>
<p>Changes to the way education is delivered internationally.</p>	<p>System and sector</p>		<p>Work with the sector and Ministry of Education to identify emerging changes to the way education is delivered.</p> <p>By 30 June 2023, complete the development and testing of pilots and prototypes for new products and different delivery mechanisms, through ENZ’s diversification of education products and services programme and share findings of these pilots with agencies and sector partners.</p> <p>Build sector capability to respond to change for Phase Two rebuild.</p> <p>Use existing and develop new digital assets to showcase New Zealand’s overseas education and training offerings through nuanced brand and marketing campaigns.</p>
<p>Negative perceptions of international education in New Zealand.</p>	<p>System</p>		<p>Tell the international education story of the broader benefits in New Zealand.</p> <p>ENZ’s student experience and student wellbeing approach.</p> <p>Build greater awareness of the benefits of global citizenship (including leveraging ENZ administered Scholarship programmes) and promote impactful global connections.</p>
<p>Lack of trust in ENZ by the international education sector or other government agencies.</p>	<p>Organisational</p>		<p>Maintain a clear understanding of the sector’s needs and communicate these to relevant government agencies.</p> <p>Ensure the sector understands ENZ’s role including delivering on Phases One and Two of the refreshed NZIES.</p> <p>Monitor the quality of the products and services ENZ delivers to the sector, and whether they meet the sector’s needs.</p> <p>Continue to engage with government agencies relevant to the international education sector to keep abreast and involved in policy decision making, and sharing insights and relevant sector intelligence, opportunities, and challenges as these arise on a no-surprises basis.</p>
<p>Reduction in the international student experience (including wellbeing) while in New Zealand</p>	<p>System</p>		<p>Work with other education agencies and providers to develop an environment where international students are satisfied with their experience in New Zealand, for example, through insights and information sharing.</p> <p>Work with regional economic development agencies to lift the quality of student experience.</p> <p>Listen to the student voice.</p>



# Appendix One: Our statutory functions

ENZ's functions are specified in section 511 of the Education and Training Act 2020. Our statutory functions are to:

- deliver strategies, programmes and activities for promoting, together with providers and other government agencies, New Zealand education overseas
- promote New Zealand as an educational destination for international students
- promote the provision of New Zealand education and training services overseas
- manage, in collaboration with other government agencies, activities undertaken by representatives appointed to act on behalf of the New Zealand Government in relation to international education
- carry out research on international education markets and marketing strategies
- administer any international programmes or activities that are consistent with the Government's policy on international education
- provide information, advice, and assistance to providers on strategies to promote industry coordination and professional development
- provide information to international students about living and studying in New Zealand
- work with other agencies to ensure that international students are adequately supported while living and studying in New Zealand
- foster collaborative networks with former international students.

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